



Facet Personal Profile

Michael Manager

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Company:



Introduction

The Facet5 questionnaire asked for your views on a range of issues. The questionnaire looks at attitudes, opinions and preferences and obviously there are no right or wrong answers. It is not a test, which you can pass or fail, and is more often called a profile, inventory or scale.

Facet5 is designed to look at those aspects which are relatively stable and consistent and which make you what you are. The results do not imply that you are right or wrong or that there are 'goods' and 'bads'. From this picture of you as a person we can develop some ideas about the way you are likely to react or behave in different situations. This report outlines these ideas but it is up to you to work out how accurate they are and how relevant they are to your present situation.

The factors of personality measured by Facet5 are generally considered by psychologists to be the five fundamental "Building Blocks" of a person. We each have a certain amount of each factor and it is this pattern of scores, which gives the picture. They are:

- Will - Determined, assertive, independent
- Energy - Enthusiastic, sociable, involved
- Affection - Open, sincere, warm, generous
- Control - Structured, orderly, self-disciplined

and a fifth factor, Emotionality, which interacts with the others and affects stress tolerance, confidence and emotional state. By taking different views of the same information we are able to look at a person from different aspects showing different "Facets" of character.

Although Facet's main factors are distinct sets of character traits, they are made up of a number of core elements as below:

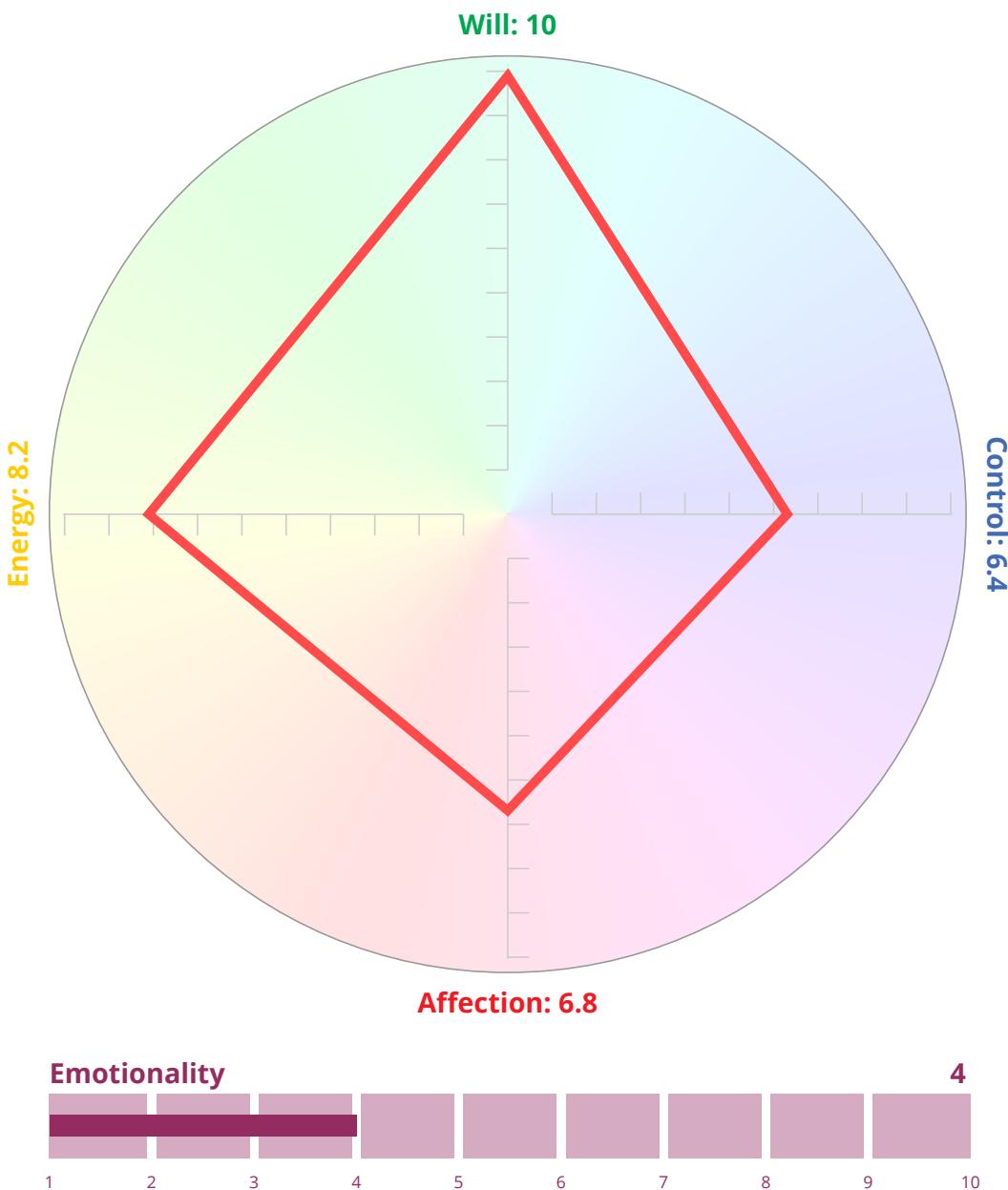
These sub-facets can be extracted separately to show what "flavour" of the main factor is present. For example Will is composed of three "facets", Determination, Confrontation and Independence. Typically, Will scores that are either very high or very low will be reasonably equally composed of each facet. However, more moderate scores may be composed of three equally moderate scores or they may be composed of a mixture of high, medium and low "facet" scores. By splitting the "facets" out of the main factors, it is possible to qualify the interpretation of a Facet5 profile considerably.

We generally show a person's profile using a chart where each scale is divided into 10 points. This particular type of scale is called a "sten" scale, which stands for "Standard Ten". In this type of scale extreme scores (high or low) are more significant in making up a person's type than more moderate scores. Your Facet5 profile and the breakdown of the "facets" for each factor is shown on the following pages.

 Will	Determination	The inner drive to commit to own ideas
	Confrontation	A drive to confront issues as they arise
	Independence	A tendency to go your own way
 Energy	Vitality	Obvious enthusiasm and energy
	Sociability	Interest in being with people
	Adaptability	Involving other's in your thinking
 Affection	Altruism	Putting other people's interests first
	Support	Always trying to be understanding
	Trust	Tendency to take people at face value
 Control	Discipline	Being personally organised and planned
	Responsibility	Being willing to take personal responsibility
 Emotionality	Tension	A general sense of tension or stress
	Apprehension	Being cautious and not over-optimistic

Overall Profile

This profile shows your scores on the Facet factors. Each score ranges from 1 to 10 and the average is 5.5. It is not important whether the score is high or low but how far it deviates from the mean score. Scores which are above 7.5 or below 3.5 are considered "extreme" scores. The scores are distributed "normally" and relate to a specific "norm group". The scores obtained allow you to compare one person to another.



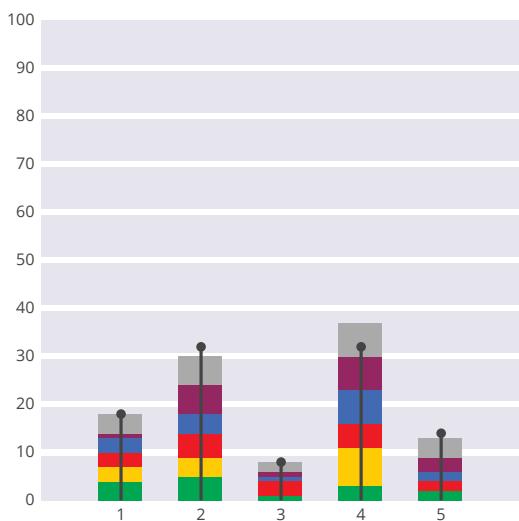
Norm Group used: English Speaking

Norms are based on a sample of over 18500 Facet5 profiles completed in English. 65% completed the profile on paper. 65% were male. The profiles were collected from the EU, North America and Australasia. The largest numbers were from IT, Manufacturing, Financial services and the Public Sector. For full details contact your Facet5 distributor.

Questionnaire Statistics

Response Distribution

This chart shows the distribution of responses throughout the Facet questionnaire. The vertical bars show the expected pattern based on the responses to thousands of questionnaires completed in the past.



Factor	Response					Skip	Total
	1	2	3	4	5		
Will	4	5	1	3	2		15
Energy	3	4		8			15
Affection	3	5	3	5	2		18
Control	3	4	1	7	2		17
Emotionality	1	6	1	7	3		18
Not Used	4	6	2	7	4		23
Total	18	30	8	37	13	0	106

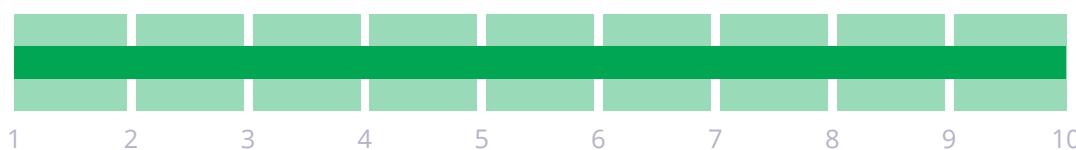
Response Latency

This chart shows the pattern of responses where extra time was taken to answer the questions. Where these responses are focussed on one or two factors it is possible that the overall score on those factors may not be accurate. Other sources of information should be examined to check the accuracy of such scores.



Will

10



People with high scores on Will are seen as dominant, determined, committed and independent. The key is a strong motivation based on firmly held beliefs. Characteristics are firmness, single-mindedness and goal direction. Less favourable qualities are stubbornness and rigidity of view. People with lower scores are more flexible and willing to listen. They don't have strong views and can be talked out of things if strongly challenged. Some may see them as too easily convinced and dependent. Will scores can be broken down as follows:

Low Scores

Strengths include

decides carefully with all the data
listens and changes views quite easily
amenable to others - willing to fit in

May be seen as

unwilling to take quick decisions
easily swayed by alternative arguments
too willing to fit in with other people

Determination

10



Strengths include

quick to tell other people what to do
determined to stick to their views
willing to take responsibility for events

May be seen as

autocratic and pushy
unwilling to listen to others
too quick to impose on others

Strengths include

willing to adapt to another's argument
tries to remain moderate and calm
doesn't buy in to arguments

May be seen as

unwilling to face issues
avoids issues, hoping they'll get better
too quick to give in to an argument

Confrontation

9.5



Strengths include

can hold their own when challenged
effective in face to face argument
quick to react and confront issues

May be seen as

argumentative
too quick to act and hard to hold back
overly aggressive and demanding

Strengths include

willing to consult and seek advice
needs a team and accepts direction
flexible and willing to fit in

May be seen as

too dependent on other people
too flexible
too easily led by others

Independence

9.7



Strengths include

able to work independently
goes own way even when opposed
is guided by a strong beliefs

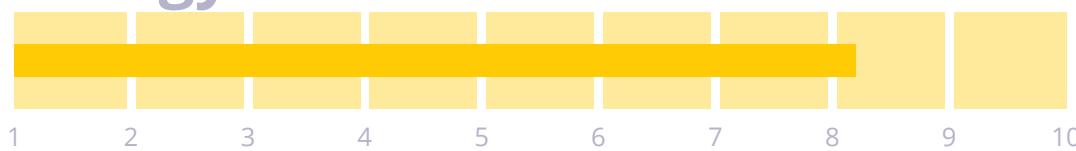
May be seen as

isolated and inflexible
unwilling to bend and adapt
only in a team if they are the leader

Comments: You are strong willed, independent and can be stubborn. You defend your views strongly and enjoy open debate and argument. You are good in forceful discussion where your strength of character and driving style will often win the day. However, if you can't win people over you are quite prepared to go it alone.

Energy

8.2



As the name suggests, high scores are energetic, alert, active and enthusiastic. They are gregarious, competitive, fun loving and sociable. They are optimistic and excited about new ventures. Too much Energy can lead to over-commitment. Low scores are quieter, more reserved and private. They keep to themselves, can seem shy and take some time to get to know but make very good long term friends. They don't like social events and can seem distant, cool and aloof to colleagues who want them to join in more. Energy scores can be broken down as follows:

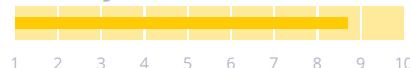
Low Scores

Strengths include
doesn't get overexcited
can be unobtrusive
are reserved and self-reliant

May be seen as
aloof and distant
unenthusiastic about new ideas
cool

Vitality

8.7



Strengths include
enthusiastic about new ideas
willing to start things going
obviously excitable

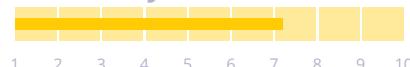
May be seen as
exhibitionist
frivolous
impulsive

Strengths include
do not need company to work
can build long lasting relationships
can keep family and work separate

May be seen as
unwilling to mix
uninvolved
makes people feel unwelcome

Sociability

7.2



Strengths include
can make people feel involved
willing to be part of a family
makes contacts and friends easily

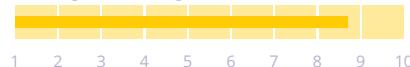
May be seen as
too much in need of company
quick to interfere
socially pushy

Strengths include
develops ideas independently
thinks carefully before speaking
is capable of sticking to own area

May be seen as
unwilling to tell others their ideas
slow to recognise new ideas
overly specialised

Adaptability

8.7



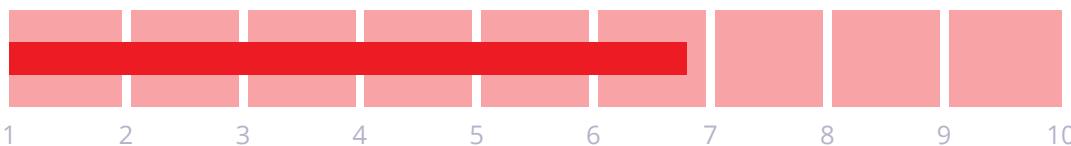
Strengths include
discusses broadly before acting
able to adapt to changing evidence
involves others in decision process

May be seen as
unable to decide independently
too quick to change views
lack of depth of understanding

Comments: Your style is very positive and involved, good at handling lots of things at once. You work best as part of a team where you are able to discuss things broadly and come to group decisions based on the circumstances. You are not overtly sociable, preferring the company of people you have had time to get to know.

Affection

6.8



People who score strongly on this dimension are genuinely positive about other people. They are typically warm and supportive, responsive to others' needs, sympathetic and understanding. They are open-minded and receptive to new ideas. They tend to be selfless and are prepared to sacrifice their own interests for others. They are loyal and trusting, but may be taken advantage of by more cynical people. Low scores are more pragmatic and business-like. They are quick to seize opportunities and take advantage. They take decisions quickly and don't get confused by alternatives. Some people will see them as cynical and unsympathetic. Affection scores can be broken down as follows:

Low Scores

Strengths include

- can detect an opportunity
- can protect their own interests
- can focus on immediate gains

May be seen as

- self serving
- unwilling to help
- manipulative

Strengths include

- can be tough when required
- the capacity to see through flattery
- healthy cynicism

May be seen as

- unsympathetic
- harsh in their judgment of others
- critical and unwilling to forgive

Strengths include

- recognises those taking advantage
- rarely taken advantage themselves
- protects the organisation in deals

May be seen as

- suspicious
- cynical
- distrusting

Altruism

7.4



Strengths include

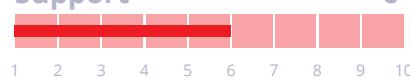
- keen to try to help others
- puts other people's needs first
- do not take advantage

May be seen as

- idealistic
- naive
- blind to commercial advantage

Support

6



Strengths include

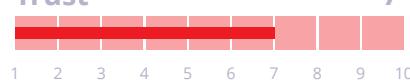
- always looks for the good in people
- supportive when there is a problem
- willing to give a second chance

May be seen as

- overly uncritical
- too forgiving
- too soft on people

Trust

7



Strengths include

- believes in people
- works toward a common good
- willing to believe and trust

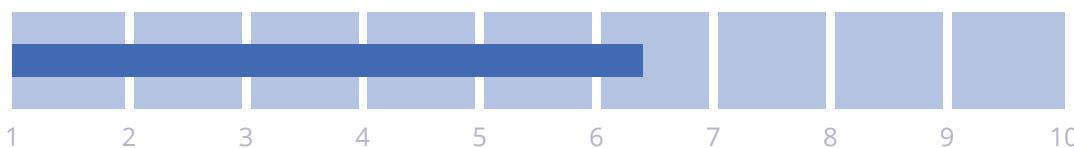
May be seen as

- naive and easily conned
- idealistic
- overly trusting

Comments: Your approach is generally sensitive and understanding although not to the point that you will allow yourself to be taken advantage of. On the other hand nor will you use others, treating people as individuals and providing support as necessary.

Control

6.4

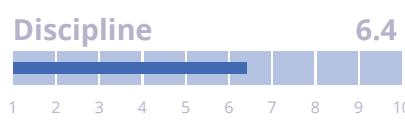


The keynote here is self-control, constructive self-criticism and conservatism. Highly controlled people like order, structure, planning and prefer to think ahead. Duty and responsibility are cornerstones of Control and such people will become frustrated and disillusioned if others don't share their views about right and wrong behaviour. They are conscientious, loyal and ethical and can be relied upon to apply themselves consistently to their duties. Low scores are more easy going and laid back. They tend to live for the moment and take things as they come. They are uncritical and liberal in their views. They can seem to be casual, unplanned and even unreliable. Control scores can be broken down as follows:

Low Scores

Strengths include
picks up new tasks quickly
flexible in their work practice
free thinking

May be seen as
easily bored
undisciplined
disorganised



Strengths include
adapt quickly to different situations
interpret guidelines flexibly
challenge the status quo

May be seen as
irresponsible
flighty
rebellious



Strengths include
measured and steady in work
always follows through to the finish
planned and well organised

May be seen as
somewhat plodding and procedural
steady but unexciting
slow to adapt to change

Strengths include
strong sense of responsibility
strict personal code of conduct
work to high standards at all times

May be seen as
inflexible in their beliefs
authoritarian
conventional

Comments: You have a balanced view of things, showing maturity in your approach but not getting bogged down in detail. While you accept responsibility when offered you don't always feel the need to take over a situation.

Emotionality

4

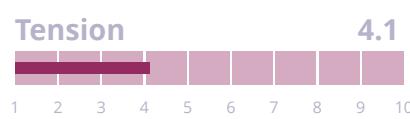


At higher levels the person is more volatile and unpredictable, emotional and easily upset. They worry more and can lack confidence in themselves. They need more support and encouragement. However they can be exciting and charismatic. In general we start to see more of the negative attributes of other factors going through into every day life. In general, the higher the Emotionality score is the less predictable and consistent is the picture revealed by the other four factors. Unemotional people are stable and predictable. They don't get flustered or panicked, and take things as they come. Some people may see them as unexciting. At low levels of Emotionality, 'what you see is what you get'. Emotionality scores can be broken down as follows:

Low Scores

Strengths include
can take things as they come
generally relaxed and unworried
happy to accept the way they are

May be seen as
unconcerned and complacent
impervious to criticism
unresponsive

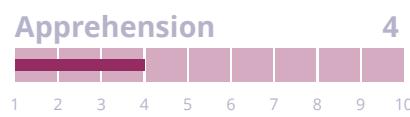


Strengths include
focuses more as events get close
sensitive to changes around them
seeks to change themselves

May be seen as
anxious
self critical
nervous

Strengths include
confident of their own skills
forward thinking and positive
consistent from day to day

May be seen as
overconfident
failing to see difficulties ahead
unemotional



Strengths include
prefers to stick to what they know
double checks to avoid errors
doesn't make assumptions

May be seen as
negative and overly cautious
pessimistic
uncertain and moody

Comments: You are reasonably self confident and consistent from one day to the next. You seem to have a clear view of what you want and are not easily knocked off your stride by changes around you.

Family Portrait

What are Facet Families

Facet5 shows a person's profile using a chart where each scale is divided into 10 points. This particular type of scale is called a 'sten' scale that stands for 'Standard Ten'. In this type of scale extreme scores (high or low) are more significant in making up a person's type than more moderate scores. All combinations of scores are possible on a Facet5 profile. Sten scores which are more than 1 score apart would normally result in noticeable differences in behaviour. On this basis there are 1,000,000 possible combinations of scores that would give noticeably different profiles. For convenience we have divided up this huge number of possible patterns into a limited number of 'families' of similar profiles. So a Facet5 Family is a group of Facet5 profiles that are broadly similar in appearance.

How are they calculated?

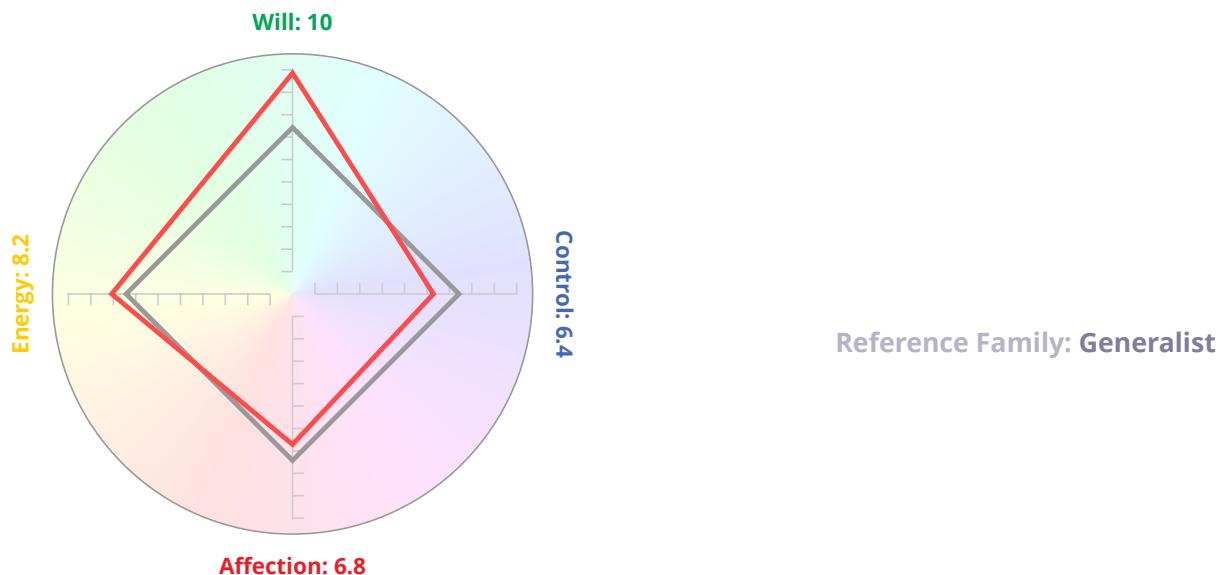
To calculate Facet5 Families we have divided each of the 4 scales into high and low scores (we exclude Emotionality from this group). This reduces the number of possible combinations to 16 but only by forcing all scores to be declared either 'high' or 'low'. This is unfortunate for those people whose scores are more moderate and who may genuinely be classified as 'average' on a particular scale. Facet5 allows for this by introducing a 17th profile that is a combination of moderate scores on all scales.

Facet5 also differs from some other models in the way it decides to which family a profile belongs. Whereas some processes use a "decision tree" approach to determine the classification, Facet uses a more sophisticated "distance" model. Your profile is compared to 17 reference profiles and a statistic is calculated for each comparison. The statistic (Euclidean D^2) is a measure of how similar your profile is to the 17 reference profiles. D^2 has a minimum score of 0 (where you are a perfect match for the reference family) to 324 where you are as far away as possible from the reference family. These 17 statistics are then compared to each other and the lowest one chosen as the one to which you are closest. A D^2 of between 3 and 4 indicates a close fit. Facet5 will then assign you to that "Family". The report shows your profile and the "reference" profile so you can see immediately how close the fit is. Note that occasionally a profile may be close to more than one family. In this case it is possible to see the alternative families for comparison.

Each family is given a specific 'Family Name' which characterises it. Your Family portrait is shown on the following page. You will see two profiles on the chart. The first is your own profile as you saw it previously. Second you will see a faint profile which is the reference profile for your Family. The similarity between the two profiles will indicate how close you are to that reference profile. The Family Portrait is designed to give a

quick overview under a limited number of key headings. It gives a broad summary, describes the type of contribution you would make to a team, your strengths as a leader and what your manager needs to do to help you be effective. Finally there is a brief summary of the types of roles you are likely to be motivated by. Each of these areas is expanded upon in other Facet reports.

Family Portrait



Word Picture

- Ebullient, gregarious and fun-loving
- Prepared to mix with anyone
- Demanding but flexible
- Adapts to people or circumstances
- Can be all things to all people
- Interferes with others' work

As a leader

- Communicates a vision with enthusiasm and conviction
- Challenges, encourages and excites
- Encourages all to accept view of the future
- Involves people in setting challenging goals
- Monitors progress and gets closely involved
- Provides immediate but supportive feedback on results
- Actively promotes the cause of own people

Motivated by

- Getting involved in everything
- A wide ranging mission
- All aspects of an organisation's work

Contribution to a team

- Commits to a group and enjoys team work
- Enthusiasm for new projects
- Infectious style motivates others
- Brings people together - positive atmosphere
- Tries to do too much
- May distract the group's attention

To manage

- Appeal to sense of adventure and interest in new projects
- Channel energies into projects relevant to current goals and objectives
- Encourage the positive outlook and 'can do' attitude
- Watch for over committing and spreading too thinly
- Show an ongoing interest and create a friendly, efficient system for monitoring
- Openly praise and acknowledge successes and achievements
- Watch for signs of discontent that will result once interest is lost

Searchlight Review of competence

This guide specifies where a person's strengths will lie and identifies key areas for discussion at interview. You can structure the interview either as a "Behavioural Interview" where you are looking for real life examples under each of the Competencies or as a "Situational" interview where you pose a hypothetical situation and ask the candidate to outline how it would be handled. For more detail see the Searchlight Guide to Interview.

Competence can be defined as: 'behavioural dimensions that affect job performance'. Defining the key competencies required for a job is the first step in deciding who is 'competent' to perform it well. Research over many years has identified the following competencies to be related to success in many different managerial roles - a set of core competencies for success:

Leadership

Using appropriate methods or interpersonal styles in guiding individuals or groups toward the accomplishment of goals or tasks. This competency is concerned with the ability to adjust behaviours and approaches according to the situation and individual concerned.

The Facet5 model of leadership differentiates between Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is inspiring people to go above and beyond expectations.

Communication

The ability to express ideas succinctly and clearly, both orally and in writing, to convince others to consider a different point of view and to keep appropriate people informed of project progress.

Clarity, persuasiveness, enthusiasm and conviction are all relevant factors. While intellect will have a major contribution to make, social skills, confidence, resilience to stress and challenge are all influencing factors. Openness and willingness to co-operate are also important factors.

Interpersonal

The ability to be acceptable to internal and external clients and to respond quickly to their needs. Someone demonstrating this competency should be able to deal competently with a wide variety of people, both inside and outside the company.

The key to this is sensitivity to others and willingness to adapt appropriately. It has very little to do with being a "nice" person and more to do with empathy, pragmatism, flexibility. Some are people oriented, others, systems oriented, yet others concerned with ultimate goals or simply innovation and variety

Analysis and decision making

The capacity to identify problems, evaluate relevant facts, generate ideas and alternatives, and reach sound conclusions.

This is often seen as a sequential process starting with experience and moving to idea generation, analysis and finally theory building. Each personality factor has a strength but people are rarely good at all of these aspects. Complex problems may require all approaches to be used.

Initiative and effort

The active attempt to influence events in order to achieve goals.

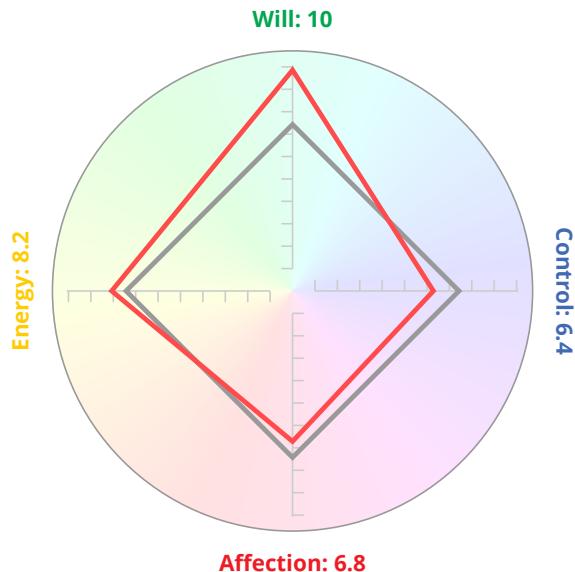
It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals, others determine their own targets and judge their own performance.

Planning and organising

Establishing a course of action for self and/or others to accomplish a specific goal, including planning the proper allocation of resources. This competency is concerned with establishing goals, budgeting time and setting priorities.

Self-discipline and goal-orientation are essential factors. Some people are naturally focused and do not overlook details, while others are only interested in the broad-brush approach.

Searchlight Review of competence



Michael is an outgoing fun loving person with strong, yet flexible, views and a genuine compassion for others. Keen to achieve with a sense of vision and purpose.

Leadership

You should expect:

- can communicate goals with enthusiasm
- powerful, challenging and confident style
- a real concern for colleagues
- practical and hard working

You should watch for:

- moves too fast - can dominate
- headstrong - doesn't look for pitfalls

Interpersonal

You should expect:

- will be personable and popular
- logical and enthusiastic
- reaches out to others
- welcoming and encouraging

You should watch for:

- can take things to extremes
- distracting to others

Initiative and Effort

You should expect:

- quick to take charge of a situation
- takes responsibility for own decisions
- implements plans with conviction
- wide ranging interests

You should watch for:

- taking charge inappropriately
- trying to do too much at once

Communication

You should expect:

- communicate with ease
- talks readily and uses humour
- looks to the future and the big picture
- persuasive and up-beat

You should watch for:

- jumping to conclusions
- unwillingness to listen

Analysis and Decision Making

You should expect:

- keen decision-makers
- takes strategic view
- looks for a total solution
- uses information and takes time to explain

You should watch for:

- trying to do too much at once
- glossing over subtleties

Planning and Organising

You should expect:

- creates an effective business plan
- communicates the plan emphatically
- monitors results carefully
- corrects people quickly and factually

You should watch for:

- ignoring the complexities
- failing to accommodate others' ideas

Leading Edge Guide to leading

This report describes how a person's manager needs to respond in order to motivate, inspire and manage. The report uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

Transformational Leaders

Transformational Leaders have a clear idea of where they want to go, are passionate and motivating to others. They are innovative and challenging. They create and communicate a vision, are intellectually stimulating and treat people as individuals. The elements are:

Creating a Vision - Visionary leaders are described as motivating, inspiring and convincing. A vision cannot be established by edict. To ensure that colleagues "buy in" to a vision you must persuade, excite and influence. People who do this well, communicate a sense of purpose and focus, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, appear passionate and committed to the work, and look to the future with enthusiasm.

Stimulating the Environment - People who do well are able to provide a positive and challenging environment for others. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

Treating People as Individuals - Creating an environment where people feel valued and encouraged to contribute, where they can explore their own talents and utilise individual strengths. People who enable others

to do this are seen as positive and fair minded. They ensure justice and are not judgmental. They are attuned to the feelings and natures of their colleagues and show respect for them. Such people can establish a positive environment for each person in the team, get people to contribute in the way they work best, allow for individual differences, do not pre-judge people or impose their own prejudices. They are accessible and responsive to others needs. They accept people for what they are.

Transactional Leaders

Transactional Leaders have an ability to organise and manage people and resources to achieve the agreed corporate goals. They concentrate on setting goals, monitoring performance, giving feedback and developing people. There are four elements of Transactional Leadership

Goal Setting - Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know whether they are being met. They must be achievable since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

Monitoring Performance - There is little point in setting clear goals if no effort is made to determine whether they have been met. Performance review can be very structured with centralised administration or more fluid relying more on the individual than the system. This helps a person to understand whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility for this review needs to be made clear.

Providing Feedback - Performance appraisal is a normal part of corporate life now. Feedback is designed to answer two questions:

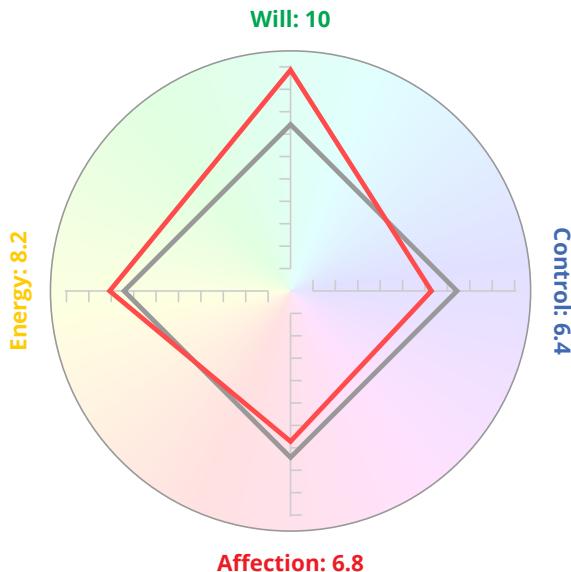
- What are we expecting?
- How are we doing?

And for feedback to be effective it must be:

- Understood
- Believed
- Accepted

Developing Careers - The key to developing others is to demonstrate genuine interest and concern for them. It involves selflessness and a willingness to put others first. In order to achieve this you need first to understand yourself and, following that, understand the needs, interests and desires of other people. To be effective you need to also understand the political and organisational sensitivities that exist.

Leading Edge Guide to leading



Creating a Vision

- Appeal to Michael's sense of adventure and interest in new ventures and projects
- Outline the broad vision with enthusiasm and verve
- Emphasise the opportunities where Michael can contribute and make their mark
- Ask for direct support in helping you to sell the vision on to others
- Openly acknowledge Michael's capacity to 'turn a hand' to most things that interest and to make a success of them

Stimulating the Environment

- Respond to Michael's need for involvement, achievement and leadership
- Channel energies into projects that interest and meet Michael's current personal goals and objectives
- Offer an informal, friendly working environment that is tolerant of lively individuals and is relatively free from bureaucracy and red tape
- Create opportunities for Michael to gain a wide variety of experience and knowledge

Treating People as Individuals

- Respond to Michael's warmth and openness
- Respect Michael's need to feel fully informed and involved and to have opinions listened to

- Encourage Michael's positive outlook and 'can do' attitude - but be alert to a tendency not to listen to opposing views and to underplay potential pitfalls
- Tolerate Michael's informal style but help to recognise when and where this could be a disadvantage
- Help Michael to keep things in perspective and avoid over-complicating situations and events

Goal Setting

- Agree challenging, short term goals
- Trust Michael to establish an operating framework which will usually be flexible, leaving room for adjustment and modification
- Be aware of Michael's tendency to overestimate what can be done, to over commit and spread too thinly
- Build in objectives to help Michael delegate

Monitoring Performance

- Resist asserting too much control and avoid any obvious interference in Michael's work
- Show a genuine ongoing interest and concern and operate a friendly but efficient system for monitoring progress
- Support, facilitate and assist, rather than use position or power to influence Michael's decisions
- Look for signs of frustration, overload, boredom and a shift in

interests - this could be a signal for your help and direction

Providing Feedback

- Openly praise and acknowledge Michael's successes and achievements
- Provide a clear account of what you feel has been done well and not so well
- Avoid giving or implying direct criticism - it will hurt, making Michael defensive and stubborn - insisting that decisions are right and actions are justified
- Negative feedback will usually centre on Michael's tendency to take on too much or the adverse impact on less outgoing or forthright people

Developing Careers

- Respond to Michael's capacity to conform to what is required
- Watch for signs of discontent once interest is lost, other issues arise or direction is changed
- Help to find variety at work and to believe that Michael is playing a significant role at the centre of things
- Developmental issues will usually concern Michael's need to moderate an exuberant style

Overview of Work Preferences

It is clear that people are likely to require different things from their careers. Therefore jobs that provide these elements will prove more interesting and satisfying to individuals and as a result motivation is likely to be higher. Research shows that job performance is directly related to job satisfaction and therefore organisations would be wise to try to ensure that people are able to work in jobs which provide the types of rewards which they prefer.

Conversely jobs which fail to provide the opportunities which people respond to are likely to prove less motivating and result in lower productivity. This works both ways and therefore jobs which provide inappropriate rewards for the efforts put in are likely to not only fail to motivate but to actively demotivate people. For example, some people like to have control over decision making, the ability to influence events and the freedom to create and implement their own ideas. The absence of these elements is likely to not only be unrewarding but also demotivating and reduced productivity and increased turnover are likely to result.

Therefore it is clear that time spent in trying to fit jobs to individuals (or vice versa) is time well spent. The closer the fit, the higher the productivity.

Facet5 helps this by identifying your core drivers and showing which elements of a role can motivate or demotivate you. Using this information you can evaluate your current role or design a new one which will be more satisfying.

The four intrinsic motivators that underlie career motivations are:

Power

This refers to the degree to which people want to influence events and the people around them. People in whom this need is strong want to feel they are in charge and being challenged. People at the other end of the scale prefer to be in a situation where decisions are more consultative and colleagues know what they have to do. The dimension ranges from "Influence" to "Acceptance"

Participation

People in whom this need is strong like to be with people and part of the scene. They get involved quickly and enjoy participating in the events of the day. People at the other end of the scale prefer to be left alone to get on with their job in peace and to develop and contribute separately.

Process

People with a strong need in this way place great emphasis on doing things properly. They prefer efficient systems and processes and respect position and experience. Where the need is low, people prefer less structure and a free-ranging approach. They seek a laissez faire style with the freedom to do what they want.

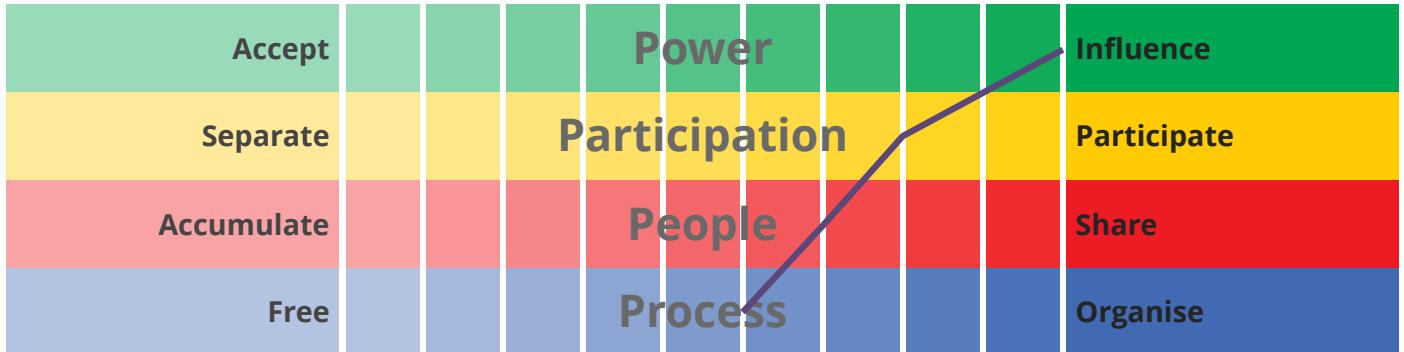
People

Where this is strong people need to feel they are contributing to the world at large and are helping to produce a "better" society. They need to feel that the work they do is of value to others and has some intrinsic "meaning". They ask not what their share is but how much they can share. Where the need is low there is a greater emphasis on personal gain and reward for effort.

Obviously people are complex and will be motivated by more than one need. Most will have a blend of at least two of these "Drivers" while for some people the position will be much more complex. The following guide indicates the strength of each

of the Drivers and describes the motivating and demotivating job elements associated with them. Facet5 uses the Family structure to look at the mix of Drivers that apply to each individual.

Overview of Work Preferences



This pattern of Drivers suggest that Michael is best suited by a role which provides the following

- Getting involved in everything
- A wide ranging mission

Research has shown the following job elements to be key to maintaining Michael's motivation and interest

- Leadership
- Being allowed to take decisions
- Social status
- A chance to develop others
- To be of service to society
- To be part of a team
- A structured, but informal, workplace
- An opportunity to climb a clear hierarchy

Having to spend too much time on the following elements has been shown to be demotivating for Michael and likely to lead to frustration

- Specialist, long-term technical work
- An environment where people are not considered
- Not being given the opportunity to shine
- Working alone
- Shared responsibilities
- A 'status-free' environment
- Not being given a chance to see jobs through
- No chance to explore new areas and learn new skills